

# Navy Declassification/Release Instructions on File

Approved For Release 2001/11/22 : CIA-RDP80B01554R003500230001-2

Sunday, 8 April  
THAI ARMED FORCES DAY--CDR SONGSIT

Monday, 9 April

BATAAN DAY--PHILIPPINES--CAPT ALCAREZ

*Capt AROXO.*

*Commodore*

*Destroyer Squadron  
21.*

*5 Fletcher Class*

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*Castegana.*

NOT THEORETICIAN - PRAGMATIST

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NEVER CONSIDER TERMS LIKE

UNITY OF COMMAND  
SPAN OF CONTROL  
FUNCTIONAL GROUPING  
DELIGATION OF AUTHORITY  
LINE ORGANIZATION  
STAFF ORGANIZATION  
COORDINATING FUNCTIONS  
SUPERVISORY FUNCTIONS  
CONTROL FUNCTIONS  
INTEGRATED STAFF ACTION  
TECHNICAL FUNCTIONS  
SPECIALIST FUNCTIONS

TOO INDIVIDUAL & PRACTICAL

DISCUSS 2 FACTORS

1. ORGANIZATION FORM

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ORGANIZATION

SLIDE #1

THEORY OF FORM SECONDARY

NO PURE FORM - HBS

Slide 2

RESPONSIVENESS IS TEST

TECHNIQUES

ORGANIZE AROUND PERSONALITIES

1) CDR. 2) STAFF

SPOT MEN WHO WILL RESPOND

1.  
2.

NEW/OLD

Reassign men in this organization

REORGANIZE RADICALLY

NOT FOR EFFICIENCY - FOR CONTROL

BUILD BY-PASS ORGANS

NEVER ATROPHY

SLIDE #3

3.

Boysen for efficiency

Busroth

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CHAFEE DICTUM ON PEOPLE  
(QUOTES)

PERSONALITIES

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/o NEVER ASSUME ALL HAVE SAME PURPOSE

DIVERSE MOTIVATIONS

COMMITMENT OF SPECIALTY

CONCEPT

TRADITIONS

WEAPON SYSTEMS

MUST CREATE INCENTIVES OR BY-PASS

INCENTIVES:

- 1) INSPIRE - MISSION
- 2) PROMOTION
- 3) NEW JOB

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SQUARE PEGS  
MYTH OF IMPORTANCE

4/B

REMOVE/MOVE  
DETACH

BMC  
ROWAN

2, BALANCE OF RESPONSIVENESS AND YES MEN

MUST HAVE CONTRARY VIEWS

LARGELY PERSONALITY - CAN A MAN GET AWAY WITH IT

MUST BE ENCOURAGED - C I A T I V A T E D - ~~SECRET~~

MUST RESULT IN ACTION

COMMANDER MUST RESPOND OCCASIONALLY  
OR WILL ATROPHY

SELECTS THOSE HE WANTS TO BE HIS

DEVIL'S ADVOCATES

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BESIDES VIEWS CONTRARY TO HIS - WANTS CONTRARY VIEWS ON PROPOSALS

PLAY ONE AGAINST OTHER.  
ENTHOUSIASM ZUMWART  
ADVOCATE THEORY  
OF MONT

HOW ORGANIZES PART OF PROCESS BUT

HE  
ATTITUDE STIMULATES - MOST IMPORTANT ELEMENT

WORST THING IS STIFLING ATMOSPHERE OF NO DIVERGENCE

ESPECIALLY WITH RANK

BUT

1. OPERATIONAL BORDERLINE

2. LOYALTY OF EXECUTION IN ALL CASES

3. MUST STIMULATE FREEDOM FOR NEW IDEAS

1) RED - BLUE TEAMS - ~~ARMED~~ DEBATE

2) FEELING THAT CAN EXPERIMENT AND FAIL  
AND NO RECRIMINATION

CDR MUST BE BIG MEN -

SHOULDER RESPONSIBILITY



4. MUST CREATE IMAGE THAT YOU ARE SHIELD

PROTECTION

DEFENDER - WILLING FIGHT YOUR  
PEOPLE/STAFF/PLANS, ETC

CAREFUL NOT TO GET TOO FAR ON LIMB

5. MUST CREATE IMAGE WILLING TO EXCEED AUTHORITY  
IN PART BECAUSE MUST  
IN PART BECAUSE OTHERWISE  
WILL NEVER GET A RADICAL IDEA



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MUST WATCH FOR LOWER LEVEL POLITICIZING

STAFF MAKING ASSUMPTIONS THAT ARE POLITICAL

COMMANDER IS BEST JUDGE

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6. MUST GET ALTERNATIVES

OTHERWISE HOW EXERCISE JUDGMENT

*MUST CONCEIVE OWN CHOICES*

*EXAMPLE- REORG PAPER*

7.

FELT TECHNIQUE FOR MOTIVATING LOWER ECHELONS

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8. TRY TO GET DOUBLE CHECKS -

RICKOVER - AGENTS

NOT JUST LACK OF TRUST

DIFFERENT PERCEPTIONS

FIND OUT WHAT'S GOING ON - NOT REALLY  
SUBVERSIVE

SPOT CHECKS

9. STAFF SHORTCOMINGS

TOO MUCH PRE-ARRANGEMENT

TOO MUCH INTERFERENCE — *How much depends on subordinates*

TOO MUCH QUESTIONING OF

~~VS~~ SUBORDINATES DECISIONS

10. Commander must know what talking about and persuade staff he does.

No substitute for professionalism